



Health Services
LOS ANGELES COUNTY

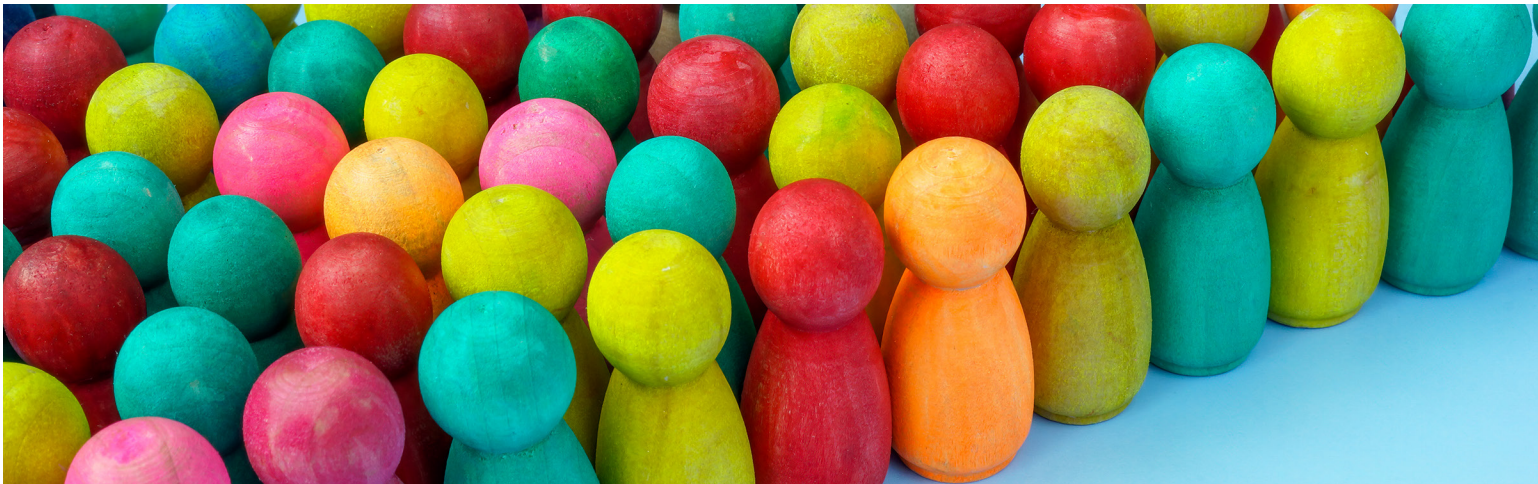
EDIA

Equity
Diversity
Inclusion
Antiracism

STRATEGIC PLAN CLOSEOUT REPORT



2022 - 2025

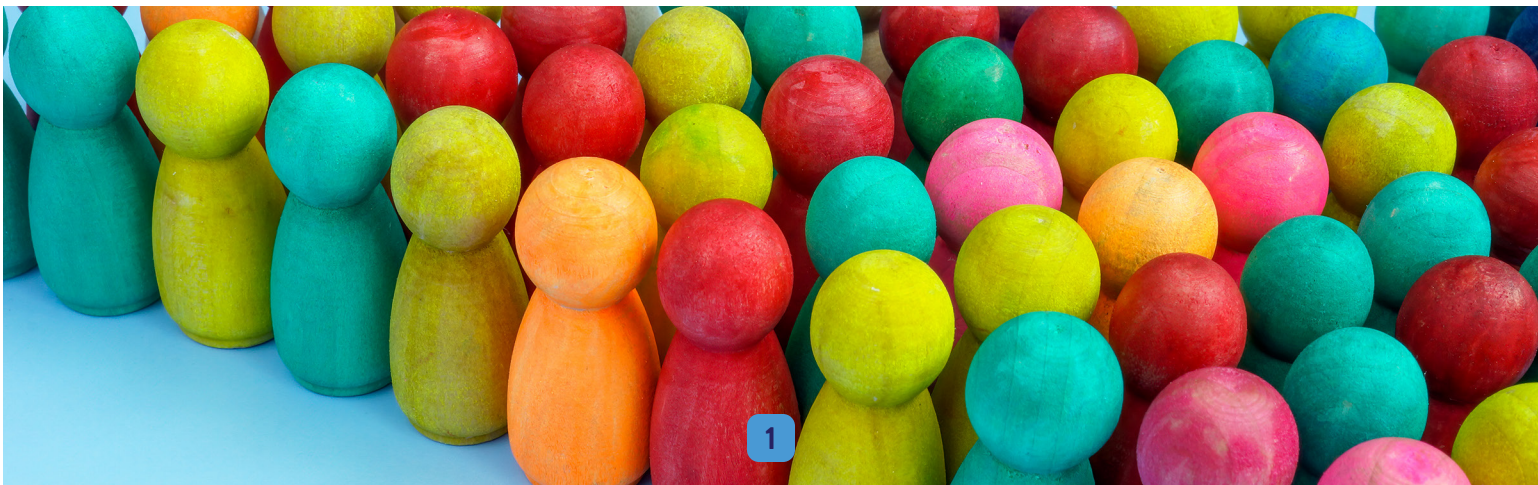


INTRODUCTION

The Equity, Diversity, Inclusion, and Anti-Racism (EDIA) Strategic Plan was developed to address and end race and identity-based disparities in health care. Since its implementation, LA Health Services has remained focused on this goal. The following closeout report provides an overview of the programs, deliverables, and outcomes since the implementation of the EDIA Strategic Plan for 2022–2025.

This report reflects the collective efforts of our leadership, workforce, partners, and stakeholders who contributed to meaningful results and strengthened our commitment to EDIA. As we close this chapter, we are reminded of why this work is necessary. We remain focused on our mission to advance equity and justice for all patients, our workforce, and the community as we plan for the 2026-2028 strategic plan.

For more details on the items in this report, visit the EDIA [SharePoint](#).



POPULATION HEALTH

Objective 1

Optimize equitable access to LA Health Services and community-based services that enhance long-term health and wellness.

We created resources to help patients and their families feel more involved, specifically when it comes to support for social factors that affect their health.

HIGHLIGHTS:

- **Easier access to transportation support.** Eligible low-income patients can get discounted fares or 20 free rides, making it easier to get to appointments and follow-up care. All Ambulatory Care sites have updated information on the application process, and all four hospitals offer taxi vouchers, bus passes, and TAP cards.
- **Patient Family Advisory Committee (PFAC) members are now compensated for their time and insights.** As a thank you for their contributions to improving the system, participants receive gift cards.
- **Brought together PFAC and EDIA.** This conference elevated the voices of patients and families alongside equity leaders. We built trust, co-created solutions, and turned lived experience into real improvements.

Objective 2

Mitigate social and structural determinants of equity that contribute to health inequities.

We built new tools to classify health outcomes by race/ethnicity and assess key social factors that affect health.

HIGHLIGHTS:

- **New screening tools help identify social drivers of health.** By identifying social and structural factors that impact health (e.g., housing, food, and transportation), providers can offer more equitable and holistic care.
- **Health Equity Dashboard for child wellness and maternal health.** This tracks outcomes by race and ethnicity, providing the data needed to identify disparities, improve care quality, and advance equitable health outcomes.
- **Expanded social care programs.** Focused health campaigns on Quality Improvement Project (QIP) metrics help to connect people with the preventative care and wellness services they need most. This includes scaled-up food distribution programs and preventive events.

Looking Forward

LA Health Services will continue to prioritize equitable access to care while preparing for potential challenges stemming from H.R. 1 (119th Cong.) (2025) coverage changes.



QUALITY/PATIENT EXPERIENCE

Objective 1

Improve the equity, access, and quality of care by employing data-driven strategies and strengthening communication between LA Health Services and the patients and communities it serves.

We implemented inclusive care policies and centralized equity review of all patient communications to ensure respectful, equitable, and compliant care and messaging.

HIGHLIGHTS:

- **Rolled out a Culturally Responsive Care Policy.** Placing cultural humility and inclusivity at the center of our care delivery ensures that patients’ identities, beliefs, and traditions are honored throughout their care journey.
- **Launched the Care for Transgender Patients Policy.** Reducing harm and removing barriers to care begins with standardizing affirming practices—such as privacy, correct names/pronouns, and access to gender-affirming services.
- **Centralized the review of all patient-facing communications.** All written materials are reviewed by the Chief Equity and Engagement Officer to ensure they reflect our values and address all communities with respect and inclusion.



Objective 2

Improve the provision and equity of care, especially to patients from historically marginalized communities, through standardized EDIA demographic data in LA Health Services reporting and survey tools.

We enhanced equity in care by standardizing EDIA demographic data across reporting and survey tools to better identify and address disparities affecting historically marginalized communities.

HIGHLIGHTS:

- **Updated our data analytics definitions for sexual orientation and gender identity.** This helps better reflect the diverse identities of our LGBTQ+ patient population and provide more inclusive care.
- **Established clear data guides for sexual orientation, gender identity, and race and ethnicity.** The guides ensure our equity data is accurate, consistent, and meaningful.
- **Identified categories for expanding race and ethnicity for future use.** Accurately capturing the broad scope of race and ethnicity will improve data reports and better align with the Office of Management and Budget (OMB) standards.

Looking Forward

LA Health Services will continue to develop systems to classify patient safety and health outcomes by protected identity.



WORKFORCE

Objective 1

Create an inclusive, equitable workplace culture by improving staff well-being and fostering an environment supportive of open dialogue and free from retaliation.

We have implemented systemwide changes to employee support programs that foster a sense of belonging.

HIGHLIGHTS:

- **Welcomed the Workforce Well-Being Department.** Their work focuses on addressing systemic barriers, promoting psychological safety, and creating a culture where everyone feels like they belong and are cared for.
- **Implemented the option to use pronouns and chosen names for all workforce members, centering gender-diverse staff.** This includes communications, ID badges, and digital profiles.
- **Introduced Gender-Diverse & Family Benefits Plan Packages.** This simplifies open enrollment with clear, inclusive comparisons and guidance—helping workforce members and their dependents (including those seeking gender-affirming care) select the plans that fit their needs.
- **Advocated for improvements to the County Policy of Equity process.** Supported opportunities to develop resource-and-support options to help address issues more quickly and build trust.



Objective 2

Build a diverse workforce and inclusive workplace culture through transparent, holistic, and data-driven recruitment, hiring, retention, and promotion processes.

We have implemented several new workforce initiatives, including creating an HR dashboard, pilot-testing the Equitable Hiring Guide, developing a systemwide exit survey, and delivering additional EDIA trainings.

HIGHLIGHTS:

- **A full day of EDIA training is offered as a part of our Transforming Organizations through People (TOP) program.** Since March 2025, we have delivered 21 sessions and trained 675 managers, strengthening inclusive leadership and psychological safety.
- **EDIA core values are woven into New Employee Orientation.** New workforce members will gain an understanding of our equity commitments from day one.
- **Created specialized training for nurses to support their daily work.** The Everyday Extraordinary Care EDIA Training strengthens equity-centered care practices, reduces bias in clinical decision-making, and promotes inclusive, compassionate interactions with patients and colleagues.
- **Launched a new Human Resources Dashboard.** The dashboard breaks down data by facility and system-level to provide insights, identify workforce trends, and guide continuous improvement strategies.
- **Developed an Exit Survey.** This equity-driven tool helps identify systemic barriers, inform retention strategies, and create a more inclusive workplace culture. The feedback and demographic data we receive enable deeper insight into employee experiences.
- **Developed a Hiring and Recruitment Guide.** Managers have the tools to implement fair hiring practices that promote diversity and equal employment opportunities, mitigate bias, and build a skilled and inclusive workforce.





Objective 3
Implement EDIA capacity-building for all DHS workforce members.

A variety of EDIA learning opportunities have been made available to our workforce. From 2022 to 2025, we led 26 initiatives spanning policy, training, equity assessments, advocacy, and new-hire resources, all aimed at strengthening inclusive and equitable practices.

HIGHLIGHTS:

- **Produced a short “Introduction to EDIA” video.** Anyone can learn about EDIA's purpose, priorities, and ways to actively engage in equity-centered practices across the system.
- **Developed a series of EDIA trainings to build understanding and reduce bias.** The Cultural Humility Training fosters reflective practices, the EDIA 101 Training standardizes foundational concepts, and the Disability Justice Training advances accessibility and reduces ableism.
- **Partnered with Health Plans to develop and implement DEI and gender-affirming care trainings for providers.** These trainings ensure our patients receive respectful, inclusive, and affirming care.

Looking Forward
LA Health Services will continue to embed EDIA into skill-based trainings across existing systems to maximize impact, reduce duplication, and lower costs, while sustaining equity, inclusion, and psychological safety.

FISCAL SUSTAINABILITY

Objective 1
Optimize purchasing and contracting with diverse vendors who demonstrate positive environmental impact, equitable business practices, and fiscal responsibility.

We have made it easier for local and diverse businesses to work with LA Health Services, building stronger community partnerships along the way. Collaboration with other County departments, such as the Department of Economic Opportunity (DEO) and Internal Services Department (ISD), has supported this effort.

HIGHLIGHTS:

- **Unbundled contracts to expand access.** Breaking larger contracts into smaller ones ensures smaller businesses have a fair chance to compete and succeed.
- **Standardized the process for supplier diversity data reporting.** This improves procurement tracking for diverse business enterprises.
- **Created vendor-readiness trainings.** Local small business owners are more informed about the Los Angeles County contracting process, making it easier for them to get involved.

Looking Forward
LA Health Services will better align fiscal sustainability goals with our population health goals. We will work closely with community-based organizations to help patients keep their health insurance coverage and continue receiving the care they need.



CLOSING

As we move forward, LA Health Services remains deeply committed to advancing Equity, Diversity, Inclusion, and Anti-Racism across our organization. Building on the foundation established through our previous strategic planning efforts, we recognize that meaningful and sustainable progress depends on continued partnership with those most impacted by our work. As we begin shaping the EDIA Strategic Plan for 2026–2028, we will again prioritize inclusive engagement with patients, workforce members, community partners, and LA County residents. Their lived experience, insight, and leadership are essential to ensuring our strategies remain responsive, grounded, and aligned with the needs of the communities we serve. Together, we will continue this collective journey toward a more equitable, just, and welcoming health system.





EDIA
INITIATIVE

Equity
Diversity
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Antiracism



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